

Training Proposals:

Goal: Quality training by quality trainers that meets the needs of the organization and of the trainees.

Assess what training is needed. Could do annual training survey of staff.

How have the departments spent their training funds? How have the general training funds been spent?

Mandatory training: Customer Service, Diversity, Defensive Driving, Ethics, Performance Evaluation

Other general training: IT (GroupWise, ACTion, telephone, computer management), New Employee Orientation

Other training: various types of professional development training; new supervisors go to AMA New Supervisor's 3-day course

Should determine when certain training should be given (such as within a certain period after becoming a new supervisor)

Ideas:

Establish a leadership class (supervisors pick a person or two each year for participation)

Research good trainers

Balance classes (% of police in a class, etc.)

Establish a staff Training Committee.

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Staff Interaction Proposals

We offer for consideration the following recommendations as a means of providing opportunities for positive interaction between city employees.

Cross Departmental Staff Meetings

The establishment of joint staff meetings between Departments or Divisions with shared interests. The intent would be to provide staff with an opportunity to learn about projects or issues affecting their work area and to discuss common concerns. A possible outcome of the meetings would be the establishment of short term work groups created for the purpose of resolving a specific problem or concern.

Potential partners and corresponding issues include:

- Public Works (Right of Way and Garden Crews) and Recreation ... Park Maintenance
- Code Enforcement and Public Works (Sanitation) ... Recycling and Trash Pick-Up
- Planning and Public Works ... Neighborhood Revitalization Projects
- Landlord Tenant and Administration ... Tenant Concerns

Community Volunteering

Development of an outreach program to provide employees with an opportunity to give back to the community through volunteer efforts. Employees would be encouraged to work together as teams on projects which benefit Takoma Park's diverse population groups. Participants would learn more about each other and be given an opportunity to interact with the community.

As proposed the City would identify specific organizations or community projects employee teams could assist. The effort could be done on a quarterly basis with employees "assigned" one particular day or afternoon during the year and coordinated with the Montgomery County Volunteer Center.

WORKPLANS & PERFORMANCE EVALUATIONS

In an effort to address some of the concerns and issues that were raised with respect to the development of workplans and the overall performance evaluation process, the following action steps are being implemented:

- ***Provide periodic training of new employees and new supervisors.*** Training for new employees will be timed to coincide with the quarterly New Employee Orientation sessions that are already underway. Training for new supervisors (different from the new employee training) will be scheduled based on need as identified by Human Resources (will track numbers of numbers of promotions to and identify new employees coming in to supervisory positions).
- ***Educate employees on the intent of the process and the funding commitment.*** This message will be delivered by the City Manager during the quarterly New Employee Orientation sessions.
- ***Provide “simple” quarterly reminders to managers regarding evaluation due dates within each department/service area. An additional reminder should be provided if there is a promotion or new hire in a department.*** Human Resources has already implemented the issuance of a notification letter to an employee (cc: supervisor and payroll clerk) when a change in position takes place, noting the employee’s adjusted rating cycle date (sets the start/end date for the 12 month rating period).
- ***Conduct a management retreat with a focus on workplans and evaluations. Managers can use this opportunity to share examples of workplans developed in their departments. Have a general discussion about how we are carrying-out the process. Assess the performance at other levels of supervision. Consider holding a similar forum for other employees in a supervisory role.*** Proposal to have this as the topic of a future Management Retreat has been discussed with managers and was agreed upon. Discussion item to be scheduled on an upcoming, monthly Managers Retreat agenda.
- ***Explore “options” for the Police Department (e.g., training in development of police-oriented workplans, other approaches/models for performance based pay, etc.).*** Trainer with experience in development of public safety goals and workplans has been identified, and discussions about training content and scheduling are underway. Goal is to hold training before end of fiscal year.
- ***Provide a “New Year” reminder to each employee of his/her rating cycle date. Design and distribute an accompanying “tool” that illustrates a one-year cycle timeline, identifying periodic meeting frequency (every 4-6 wks), mid-year progress session (6 month mark), pre-evaluation meeting (11th month), evaluation due date (12th month), development and finalization of next year’s workplan (13th month; or captured as the 1st month), etc.*** Project will be assigned to Administrative Office staff with targeted completion by end of March.